



Call for Expression of Interest.

The Civil Society Legislative Advocacy Centre/ Transparency International – Nigeria with support from OXFAM is seeking the services of a consultant to conduct a research work on the Fair TAX Monitor Index (FTM) in Nigeria.

Background

The Fair Tax Monitor (FTM) is a unique evidence-based advocacy tool that identifies the main bottlenecks within tax systems and provides strong evidence for advocacy work at national and international level. The tool allows for a comparison of tax policies and practices in different countries, using a jointly developed common research framework (CRF) which comprises the following criteria/ thematic areas to determine fair taxation in the countries studies: Progressive tax system, Sufficient revenues, Effective tax administration, Pro-poor public spending, Accountable public finances and Well-governed tax exemptions.

I. Background and rationale

Research is key to evidence-based advocacy and essential to convince authorities and mobilize people. In 2019, CISLAC with support from OXFAM conducted a research on the index which opened the space for better understanding of, and insight in tax issues in Nigeria, Uganda, Ghana, Mali, Senegal, Egypt and Bangladesh, providing a firm basis for both the civic education and advocacy campaigns to promote fairer tax systems. The research will use common research framework which will include a series of indicators that will feed into a visible tool to showcase the relative fairness of tax systems under review (the Fair Tax Index project). As a building block for this work, Tax Justice Network-Africa conducted preliminary research on FTI indicators in February-March 2015 which is being consulted on the country research. The common research framework will also allow the inclusion of a short sub-study on country specific issues that may be important for understanding fair tax issues in a country specific context (chapter Country specific essential research question) and it will eventually be applicable to all partner countries.

Nigeria is currently implementing a number of measures to generate domestic revenue to finance service delivery and other development projects. This is largely because of the dip in commodity prices. In 2016, Nigeria collected only about 1.2 trillion Nigerian Naira compared to the projected figure of 5 trillion Naira. This was lower than 3.741 trillion Naira collected in 2015 and the lowest in 12 years. In the 2017 budget speech, the President of Nigeria projected that tax revenue will contribute about 1.373 trillion Naira to the 2017 budget but has collected 1.782 billion Naira in the first half of the year. With a tax to GDP ratio of 6%, which is among the lowest in the world as stated by the Nigerian Minister for Finance, the need for reforms became inevitable. The reforms have been aimed at widening the tax net rather than increasing tax rates and improving efficiency in tax administration and promoting voluntary tax. These reforms dating back to 2012 has included the introduction of the Tax Identification Number for Tax payers, the drive to register more informal taxable entities, the introduction of the Integrated Tax Administration System and automation of VAT collection for critical sectors, the introduction of a Transfer Pricing Regulation, harmonization of taxes to reduce multiple taxation and the criminalization of the use of non-tax officials for the collection of taxes. The



most recent is the approval of a new National Tax Policy in April 2017 and the launching of the Nigerian Voluntary Asset and Income Declaration Scheme (VAIDS) which is aimed at raising the tax to GDP ratio from 6% to 15% by 2020. Nigeria also, in signing unto the Open Government Partnership, committed to tax transparency and addressing tax evasion and avoidance by linking up with international platforms for mutual information exchange and common reporting standards and the Addis Tax Initiative. At the subnational level, due to dwindling resources from the centre, the quest for increasing internally generated revenues has seen states introduce reforms that are usually unfriendly to small businesses thereby increasing inequality and poverty. This is in addition to the collection of multiple illegal taxes, levies and rates. The new national Tax Policy seeks to address these, increase transparency and create tax awareness.

II. Goals and objectives

- Examine the Nigeria's current tax system based on the indicators listed and assess the
- fairness of Nigeria's tax system
- Identify main bottlenecks in the tax systems of focus countries
- Provide strong evidence-based support for country-level advocacy.
- Create a framework to compare tax systems of selected countries over time.
- Contribute to the global-level advocacy on taxation through evidence-based while showcasing relative fairness of selected tax systems.

III. Contents – research framework

The country study includes six thematic clusters to describe and evaluate the tax system of a focus country. Each cluster includes specific topics that contain quantitative and qualitative research questions. See the Annex for details.

Structure of the report:

- The report should consist of an executive summary (1-2 page), a brief introduction (1 page), 1-2 pages per each topic (32-40 pages in total), and overall conclusions and policy recommendations (1-2 pages).
- For each topic, present the quantitative data (a graph or a chart and a table with collected data per indicator for a specified period) and provide a qualitative analysis focusing on the research questions.
- After each cluster (excluding the first one – Brief description of the tax system), provide summary of conclusions and recommendations (½ page).

The report should enable other researchers to easily reproduce and update the data for each indicator (see deliverables). The report should be no longer than 50 pages plus an annex, to be delivered in English. All data must be collected in one currency (Nigerian Naira and translated into USD at the current rate- at the time of the study).

IV. Research methodology

To provide the quantitative data, the researcher will use data from the Preliminary research (enclosed) and will fill in the missing data from national databases:



1. Collect data from national databases.
2. Compare it with the data from the preliminary research (collected from international databases).
3. Assess the similarity of the obtained figures (consult with the Fiscal Accountability for Inequality Reduction-FAIR project management team) and fill in the missing data.
4. To provide qualitative analyses, interviews and field visits will be conducted (if necessary).

Objective

The objective of Common Research Framework Thematic working groups is to further review and analyse how the thematic areas should be framed for FTM research and advocacy purposes. In addition, the working group is a space for peer learning and cross-team ownership of proposed adaptations. The working group members will be made up out of staff of Oxfam Country Offices, partners, and Oxfam Global. Each group will select 1-2 persons as group lead.

The Common Research Framework

The Common Research Framework (CRF) defines in more detail which information is required to be analysed in the FTM Country Reports. Use of the CRF should lead to similar looking reports in the FTM focus countries with 8 main analytical chapters following the stipulated guiding questions below. First of all the report should give a brief description of the tax system. Secondly it should analyse the current tax system following the 6 clusters of topics listed above: (i) Distribution of the tax burden and progressivity; (ii) Revenue sufficiency and illicit financial flows; (iii) Tax competition & corporate incentives; (iv) Effectiveness of the tax administration; (v) Government spending; and (vi) Transparency and accountability (viii) Wealth Taxation. These clusters of topics were selected to best capture the complex character of tax systems in order to evaluate fairness of a tax system under review.

The FTM Working Group has defined a fair tax system as follows: (1) progressive and serves as a mechanism to redistribute income in a gender responsive way, (2) allows to raise sufficient revenue to perform government functions and provide essential services, (3) refrains from and eliminates tax exemptions and incentives to the elite and (4) tackles causes of illicit capital flight and tax evasion by international companies and the wealthy. With this in the mind the analysis described below should be undertaken.

Methodology

A Consultant will be engaged for the research and will be expected to develop and submit a concept note which details the methodology and timetable proposed for the study. This will be reviewed and approved by CISLAC and the Christian Aid team prior to the commencement of the study.

Expected services.



Research evidence will be used to inform development of a standardized methodology that can be used in other regions and countries that reproduces the analysis conducted under this project.

The consultant will thus be expected to give a brief description of the country's Debt management system and analyze the current debt profile and processes following the clusters of topics listed below:

EXPERT'S PROFILE

A university degree in Economic or Social sciences, Communication, Journalism, Development, or any other related fields. A Master's Degree and a PhD are desirable.

- a. At least five years' experience in a research development field.
- b. A solid background in Investigative Journalism or data collection/investigation.
- c. Exceptionally good research skills - data collection, mining, and analysis.
- d. Versatile knowledge of socio-political dynamics of multilateral lending and the associated development challenges.
- e. Good analytical and communication skills - written and spoken.

Management of the Research Study

- a. The Consultant is to share the methodology developed with CISLAC's Management a week prior to the commencement of the study.
- b. The Consultant will manage the study while CISLAC management takes care of its associated logistics.
- c. The Consultant will present the report of the study to CISLAC's management one week after the end of the study for review, validation and approval.
- d. The Consultant will receive 50% of the costs to carry out the study. The balance of the funds will be paid by CISLAC's management at the submission of approved report by the end of the assignment.

Submission

All submissions should be made to cislac@cislacnigeria.net and keep m.ugochukwu@cislac.org in copy.

All entries should be made on or before close of business **15th of March 2023**.



1. Brief description of the tax system

Topic	Research Analysis Questions/Hints
Tax and social security system	<ul style="list-style-type: none"> - Describe the overall tax system. What types of taxes does the country collect at local and national level? Do the tax policies focus more on equity and progressivity or on more “efficient” collection or do they have any other focus relevant on tax justice? What is the tax collection procedure? <p>Who is responsible for collecting taxes at both local and national levels?</p> <ul style="list-style-type: none"> - What benefits are covered by the social security system? Are social security contributions collected separately from tax payments? - What important reforms in the tax system and tax policies have been made in the last 10 years? Are there any reforms of the tax system planned for the near future? Focus on the most essential reforms and those that have had (will have) an important impact on the current tax system. Provide a brief historical evolution of the country tax system indicating the reasons behind particular tax reforms which were implemented. Has the country intended to/succeeded in combating tax evasion/avoidance, eliminating inefficient tax incentives and in broadening the tax base?

2. Distribution of the tax burden and progressivity

Topic	Research Analysis Questions
Cross cutting progressivity	<ul style="list-style-type: none"> - Provide a trend analysis of the share of direct and indirect taxes in total tax revenue taking into consideration the last year available, 5 years ago and 10 years ago. What was the share of VAT during this period? Has there been an increase in the reliance on indirect taxes? - What is the ratio of PIT versus CIT as a share of total tax revenue?



Personal Income Tax (PIT)	<ul style="list-style-type: none"> - Provide a trend analysis of the share of PIT and social security contributions (if applicable) in total tax revenue taking into consideration the last year available, 5 years ago and 10 years ago. (Separate figures in one table) - Provide the current rates of PIT and the PIT tax tables. Include an overview of how the PIT rates evolve with different income brackets (also for the five income quintiles). Have the tax tables been updated in the last 5 years and are these updates in line with inflation levels? - To whom does the PIT apply? Do the rates vary for different sectors/activities? Is the PIT threshold in line with living costs or poverty threshold? What are the exemptions to PIT and who/what kind of income do they apply to? Are there PIT exemptions for vulnerable groups (refugees, disabled, injured veterans)? Which tax revenue authority is responsible for PIT collection (local/national)? - Are there sufficient tax brackets with increasing rates to ensure progressive taxation? Please develop a simplified Kakwani Index in line with the previous explanation (Look in the <i>Guidance</i> document).
	<ul style="list-style-type: none"> - Are there certain professions that are not paying their fair share of taxes (e.g., recognized professional bodies – lawyers, doctors, small profitable businesses – with reduced effective rates through specific arrangements not available to others)? This might include remuneration through dividends instead of regular salaries. - Is there any distinction of rates based on gender or marriage status (single/married) or size of family (e.g. number of children)? Are married couples taxed differently? If yes, do couples have the option or are actually required to file PIT returns as a single unit? What is the impact on women’s income? - Are the tax allowances/exemptions equally accessible for men/women? Are women eligible to be recognized as head of household/family and receive the related fiscal incentives for herself and for dependents? - In what way do the PIT policies, rates and exemptions address income inequality? Do the policies contribute to a fair tax system? What policies could be designed to increase its fairness? Draw main policy recommendations based on this analysis.
Corporate Income Tax (CIT)	<ul style="list-style-type: none"> - Provide a trend analysis of the share of CIT in total tax revenue taking into consideration the last year available, 5 years ago and 10 years ago. Please reflect on the overall revenue trend in this period.



	<ul style="list-style-type: none"> - Provide the current rates of CIT and its development over the past 5 years. If a CIT rate changed recently, what was the actual impact on revenues? To whom does the CIT apply? Do the rates vary for different sectors and activities (e.g., extractive industry or export oriented) or levels of profit? What are the exemptions to CIT and who do they apply to? Are there penalties applied for failure to pay tax on due date? Which tax revenue authority is responsible for CIT collection? - Are there different tax rates for Small and Medium Enterprises (SMEs)? Are there registration fees for SMEs? Is there a simplified general framework for SMEs? Are there specific gender incentives around SMEs? This might include simplified tax returns, regulations, and accounting requirements. - Are there transfer pricing rules in place? If yes, do these rules follow the arm's length standard or alternative guidelines? - How do the CIT policies affect income inequality? Do the policies contribute to a fair tax system? Draw main policy recommendations based on this analysis.
<p>Wealth taxes (property/land tax, capital gain tax, inheritance/gift tax)</p>	<ul style="list-style-type: none"> - Is data on property tax, land tax, taxes on financial assets and incomes derives from these assets published? If yes, provide a trend analysis of their share in total tax revenue taking into consideration the last year available, 5 years ago and 10 years ago. - Is data on inheritance tax and gift tax published? If yes, provide a trend analysis of their share in total tax revenue taking into consideration the last year available, 5 years ago and 10 years ago. - Provide the current rates for these taxes and their development over the past 5 years. Which tax revenue authority is responsible for collection of wealth taxes (local/national)? - Do wealth taxes vary for different sectors and various levels of wealth? Are there exemptions which are applied to wealth taxes? If yes, do they favor the wealthy or the poorest in society? Do wealth taxes sufficiently take into account the position of poor people? Do
	<p>minimum threshold levels or brackets apply to exempt the poorest from wealth taxation (e.g. inheritance tax only above a certain level of income)? Is inheritance taxation systematically avoided by the imposition of intermediary companies?</p> <ul style="list-style-type: none"> - Do capital gains taxes apply to all economic sectors, forms of corporations and individuals? Are there specific provisions concerning offshore indirect transfers? - How do the property and wealth tax policies affect inequality? Do the policies contribute to a fair tax system? How? Draw main policy recommendations based on this analysis.



Sales tax/VAT	<p>- Provide a trend analysis of the share of Sales/VAT taxes in total tax revenue taking into consideration the last year available, 5 years ago and 10 years ago. What are the rates of sales tax/VAT? Do they differ for different goods/services?</p> <p>- What goods/services are exempted from Sales Tax/VAT or are zero rated? If an official list of essential and basic goods exists, are these goods taxed at a reduced rate? Are luxurious goods taxed at an increased rate (or at least at the average rate)? Which tax revenue authority is responsible for collection of Sales/VAT taxes?</p> <p>- Is there a lower rate, exemption or zero VAT rate for essential products traditionally purchased by women for the household (e.g. female hygiene products, cooking fuel, cleaning material, education material, clothes)?</p> <ul style="list-style-type: none"> • What distributional impact does the VAT and its special rates/exemptions have? • Does it contribute to a fair tax system? • Draw main policy recommendations based on this analysis.
Trade taxes	<p>- What was the share of import/export taxes compared to total tax revenue and GDP in the past year? Have import/export taxes been reduced due to recent international trade agreements?</p> <p>- What are the rates of import/export taxes? Do they differ for different goods or sectors (e.g., for basic/luxurious goods)? Are any goods/sectors exempted from import/export taxes? Which tax revenue authority is responsible for trade tax collection?</p> <p>- Are essential goods predominantly consumed by women, the household and vulnerable groups subject to Trade Taxes? Are sectors that traditionally employ women subjected to export taxes?</p> <p>- Do the trade tax policies contribute to a fair tax system? Draw main policy recommendations based on this analysis.</p>
Presumptive/Turnover taxes (Informal economy taxes)	<p>- Is there a presumptive tax system for the informal sector in place? Provide a trend analysis of the share of Presumptive taxes in total tax revenue taking into consideration the last year available, 5 years ago and 10 years ago.</p> <p>- Is the presumptive tax system based on a feasibility assessment? Are there clear rules for calculating the tax? Is there a threshold level for low-income informal businesses?</p> <p>- When individuals or informal businesses receive a tax presumption, is there a legal objection procedure available? Which tax revenue authority is responsible for presumptive tax collection?</p> <p>- Are there specific government policies (fiscal and others) to attract informal businesses into registration? This might include policies on start-ups.</p>



	<ul style="list-style-type: none"> - Do presumptive tax rates differ by economic sectors in an unfavorable way for women and other vulnerable groups? - How do these tax policies affect inequality and contribute towards a fair tax system? Draw main policy recommendations based on this analysis.
Gender analysis	<ul style="list-style-type: none"> - Are the sectors that traditionally employ women taxed with specific income tax rates? - Is there any government policy (fiscal and others) focused on unpaid care work? This might include tax allowances, free childcare, elderly facilities, and others. - Are there specific points in the tax system (rates, policies or laws) which have a discriminatory effect towards women? How about gender-responsive policies? Gender discrimination is often implicit. - Draw main policy recommendations based on this analysis.
Public perception of the tax system	<ul style="list-style-type: none"> - Search for the following information in existing national surveys: What is the public perception of fairness of the tax system? How about transparency of the tax system? How about the public perception of revenue authorities?

3. Sufficient revenues and Illicit Financial Flows (IFFs)

Topic	Research Analysis Questions
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Sufficiency	<ul style="list-style-type: none"> - Based on national development plans, budgets or similar, provide an overview of what would be considered ‘sufficient revenue’ taking into consideration the last year available, 5 years ago and 10 years ago. Is an increasing proportion of revenue coming from tax? - Has the proportion of revenue coming from tax affected the budget allocation to public services, infrastructure, or social protection? - What additional revenue would be required for expenditure to achieve spending targets on healthcare, education & agriculture? And to alleviate poverty or similar measure? How do these gaps compare with neighbouring countries? - Are there public policies designed to address gender inequality, including those where gender equality is not the primary objective (public services, social protection)? Do these policies have adequate resources allocated within the budget? - Does the government track and report on resource allocation on gender equality and women’s empowerment? What has been the trend related to total budget expenditure? Does the government have benchmarks for financing gender equality? - Is there a financing gap on gender equality public commitments? What additional revenue would be required to achieve targets? - If the revenue is not sufficient, how are the gaps met (debt, aid, private sector)? Has the country undertaken a Development Finance Assessment? What are the main leakages? - Have austerity measures been taken/planned, and did/would these include cutbacks on spending on pro poor and gender-responsive public services, infrastructure, or social protection? What was/is the timeframe for these? Has the impact of these on gender equality been assessed?
Illicit financial flows (IFFs)	<ul style="list-style-type: none"> - What are the main causes of illicit financial flows (IFFs) - including tax evasion and avoidance - in the country? What steps has the government taken to combat IFFs? Do the tax authorities have the authority and means to investigate possible cases of tax evasion? - Does IFF estimates include tax avoidance and evasion? What data is there?
Tax revenues	<ul style="list-style-type: none"> - Provide a trend analysis of the share of tax revenues to GDP taking into consideration the last year available, 5 years ago and 10 years ago. Analyze the tax/GDP ratio based on GDP per capita over time. - How does the tax/GDP ratio compare to neighbours and countries of the same income level? Are there government objectives to reach targets? - Does the government set a long-term goal for the tax/GDP ratio? What is it? Are they on track? - Are there links between regional integration and national tax policies?
Non-tax revenues	<ul style="list-style-type: none"> - Provide a trend analysis of the share of non-tax revenues to GDP taking into consideration the last year available, 5 years ago and 10 years ago.



	<ul style="list-style-type: none"> - Provide a pie-chart of the share of non-tax revenues (extractive royalties, profits from public enterprises, sales of government’s assets) in the total non-tax revenues for the latest available year. How is the non-tax revenue utilized? Is it included in the budget or is it managed separately? - How are public-based royalties calculated (profit, volume)? - Are there windfall taxes, variable royalty rates or variable profit taxes in place for extractive industries? - Are there ring-fencing rules in place for extractive companies?
Taxpayers	<ul style="list-style-type: none"> - What is the rate of PIT taxpayers to the economically active population and to total population? Provide an overview taking into consideration the last year available, 5 years ago and 10 years ago. - If available, provide disaggregation by gender, age, income group and other relevant disaggregation. - What is the proportion of PIT taxpayers in each bracket? What is this breakdown by gender? If available, also per income quintile. - Is there a corporate tax registration system (Tax Identification Numbers)? How many have been registered? What number of businesses are registered for VAT? Provide an overview over the past 5 years. How does the trend in company and individual taxpayers compare to the PIT and CIT collected revenue? Is there data on the amount of profit and revenue generated by businesses? Is there the same data for informal businesses? - Is there an estimation of the number of formal and informal businesses in the country? - Provide a trend analysis of the ratio of tax revenues from public and private sectors for the past 10 years.

4. Tax competition and corporate incentives

Topic	Research Analysis Questions
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	<ul style="list-style-type: none"> - How high is the statutory CIT rate compared to neighbouring countries? - Are there indications of the average effective tax rates for companies? If possible, analyze both domestic and foreign companies. - Does your country have any corporate tax incentives?¹ Are these incentives enshrined in legislation? Are the incentives enshrined in the tax code or in several different laws? Does the law require these companies to have a minimum level of investment, employment, core activities or assets in the country? - Are these incentives and their impact monitored on a yearly basis by the government? Does the government publish disaggregated tax expenditures data linked to each tax incentive per year? - Are there any corporate tax policy proposals related to tax incentives from the IMF or the World Bank (World Bank consultation, Art IV)? - Is your country a member of a community or union of countries? Are there any rules (e.g., code of conduct on harmful tax competition) within this community or union on tax incentives? If yes, is there a screening by this community or region of tax incentives in its member countries? - Are there tax reductions provided at the discretion of the tax administration or government ministries? If yes, how does this happen (e.g. is there a clear procedure, who is responsible, is there parliamentary oversight)? - Does your country have specific anti-abuse rules (e.g. interest limitation rules or thin capitalisation rules, minimum tax rate, exit taxes, general anti-tax abuse rules)? - Are there permanent establishment rules in your country? - Are there Double Tax Treaties in place? If yes, with which countries? - How do companies perceive the tax system? This should include national surveys, World Bank Ease of Doing Business report or the World Economic Forum competitiveness index.
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5. Effectiveness of the tax administration

Topic	Research Analysis Questions
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¹ Tax holidays, super deductions for investments, corporate tax credits on investments, large tax exemptions for domestic or foreign companies, rules that exempt profits from exports or transactions with non-residents (e.g. free trade zones, special economic zones or export processing zones), incentives for the shipping industry, development zones (if so, are these zones really located in disadvantaged areas?), incentives for financial industry (e.g. offshore banking, corporate treasury centers, lower rates for insurance activities, lower rates for investment funds or trusts, mobile banking incentives), incentives for multinational headquarters, incentives for international companies (e.g. International Business Company licences) and other similar policies.



<p>Organization</p>	<ul style="list-style-type: none"> - Is there a centralized revenue authority? Is it responsible for all revenues, or is there a separate customs administration or extractive industry agency? - Do decentralization/devolution laws provide local governments with authority to collect its own revenues? - Is the leadership of the centralized revenue authority linked to the current political administration? - Does the centralized revenue authority work with local governments in revenue collection? Is part of the centrally collected revenue transferred to the local level authorities? - What is the gender composition of tax administration staff? What is the percentage of women in senior positions? - Is there a unit dedicated to Large Corporate Taxpayers? - Is there an International Tax unit? Is there a specific transfer pricing unit established? If not, what is the transfer pricing expertise level in the tax authority? - Is there an issue with staff retention (specifically for highly qualified)? - Is there a unit dedicated to High Net-Worth Individuals (HNWI)? Is there a strategy for HNWI? - Does the revenue authority have a taxpayer education/citizen engagement unit or strategy?
<p>Domestic resource mobilization for administration</p>	<ul style="list-style-type: none"> - Provide a trend analysis of funding provided to tax authorities to GDP taking into consideration the last year available, 5 years ago and 10 years ago. Is most of the funding used for running cost or are there also capital investments in IT and other technologies? - Provide a trend analysis of number of tax officers compared to registered taxpayers/total population taking into consideration the last year available, 5 years ago and 10 years ago. Are there any reports (e.g., in media) on serious understaffing? - Are the local and national authorities well equipped (financial resources, human resources and expertise) to effectively collect taxes (comparison of funding, number of tax officials and tax services of local authorities to local GDP)? If available, provide an analysis of the availability and quality of training programs for tax officials. - Provide a description of how the tax administration has been modernizing tax collection. Is the tax administration digitized and automatically processed or have there been any steps taken in recent years to do so? Is it possible to file taxes online? Are Tax Identification Numbers in place and is it required for certification or licenses for businesses?



Revenue shortfall	<ul style="list-style-type: none"> - Provide a trend analysis of revenue shortfall taking into consideration the last year available, 5 years ago and 10 years ago (amount of actual tax collected compared to official forecasts). How is the revenue forecast calculated? - What is the tax effort or productivity (actually taxes collected compared to potential taxes, based on the tax base)?
	<ul style="list-style-type: none"> - If the tax effort is low, why is collection underperforming? Provide an assessment of the capacity of the tax administration, looking at both the human and systems capacities. - What could explain the revenue gap/shortfall? Does this gap is related to weakness in tax administration or overall tax policy? - Has the tax administration undertaken and published a TADAT assessment? If yes, what are the weakest Performance Outcome Areas?
Effective Capacity	<ul style="list-style-type: none"> - Assess effectiveness of the tax administration for each tax policy area (PIT, CIT, Wealth Taxes, VAT/Sales Tax, Presumptive Tax) by looking at tax effort/productivity, cost of collection and dedicated units/expertise. - Assess the progressiveness of tax administration reform priorities: Where are reforms being prioritized? Provide an assessment of how reform priorities might impact overall progressiveness/fairness of tax administration- for example: - Are international (aid) donors providing any external support to the tax administration? If so, what is being prioritized?
Conventions	<ul style="list-style-type: none"> - Is the country signatory to the OECD Convention on Mutual Administrative Assistance in Tax Matters? Is it normally utilized? Does it receive information or share information with other authorities? If YES - has this information helped the Tax Administration improve tax collection? If NO – why is the Tax Administration not exchanging information? Has the government actively pursued information? Is there an issue complying with the Common Reporting Standard (CRS)? Is this information available to civil society organizations?
Oversight	<ul style="list-style-type: none"> - Provide an analysis of the oversight mechanisms for the revenue authorities. Is there a code of conduct (including sexual misconduct) and is it effectively enforced? Is there a protection for whistleblowers? - Is the government willing to effectively investigate tax evasion? - Is there capacity/political will to prosecute individuals/corporations utilizing offshore tax structures? - How much was spent by the tax administration on taxpayer audits last year? What percentage of auditing resources were spent on multinational companies, high net-worth individuals, SMEs, and regular taxpayers? Is this information available to civil society organizations?



Gender	<ul style="list-style-type: none"> - Do tax officials receive training on gender equality & inclusion? Is sexdisaggregated data collected? What is the gender composition of staff? Do tax collectors receive training on engaging with marginalized groups?
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6. Government spending

Topic	Research Analysis Questions
General	<ul style="list-style-type: none"> - Is there data collection on poverty-reducing spending? Are there specific pro-poor policies? - Are tax revenues invested in public services to reduce women’s unpaid care work, and increase their available time for education and employment? This may include public spending, tax breaks or subsidies for childcare. Does the government support or provide childcare services?
Overview	<ul style="list-style-type: none"> - What is the proportion of development & recurrent spending for public spending? High development expenditure signals social progress. - How is debt affecting the fiscal space and investments in social sectors? - Is the current debt/GDP ratio lower than it was 5 and 10 years ago? - What is the budget share spent on debt payment? - What are the sources of finance? Does the country rely heavily in aid for development expenditure? - What is the rural/urban/regional distribution of the budget? - How does the above and below compare to neighbouring countries?
Education	<ul style="list-style-type: none"> - Has the government expenditure reached 4% of GDP or 15% of total public expenditure on education in the previous year? Has the spending progressively increased when compared to 5 and 10 years ago? - Is government expenditure on education gender responsive? Does it promote gender parity in school enrolment/graduation? Does it undertake measures to prevent absences of both students and teachers? Is primary and secondary education free and accessible? What are the enrolment and graduation statistics of girls in primary, in secondary and in higher education? - Does the government expenditure on education consider the needs of vulnerable groups of society? Does the government provide schools for special needs and disabilities?



Healthcare	<ul style="list-style-type: none"> - Has the government health expenditure reached 15% of total public expenditures in the previous year? Has the spending progressively increased when compared to 5 and 10 years ago? - Is government expenditure on health gender responsive? Does it provide SGBV programmes? Does it make provisions for same-sex physicians? Does it make provisions to promote primary care? - Does the government expenditure on health consider the needs of vulnerable groups? Does it make provisions for people who are not able to afford transportation and/or are not mobile (mobile clinics, transport reimbursement, delivery of medicine, home visits)? Does it provide free or subsidized drugs, medical equipment and services?
Agriculture	<ul style="list-style-type: none"> - Has the government agriculture expenditure reached 10% of its total expenditure of the previous year? Has the spending progressively increased when compared to 5 and 10 years ago? Does agriculture spending cover access to water, land, credit and technologies? Does spending on agriculture address the needs of small holder farmers?
	<ul style="list-style-type: none"> - Overall, is government expenditure on agriculture gender responsive? • Does the government collect gender disaggregated data on agriculture? • Does it secure women’s rights over resources, such as land and water? Does it create and ensure entitlements over agricultural services (credit, insurance, technologies) on par with male farmers? Does it provide social protection cover in the form of better working conditions, equal wages, pensions, childcare support, maternity entitlements? Does it guarantee equal space for woman farmers in all decision-making bodies related to agriculture? Does the government expenditure on agriculture take into account the needs of vulnerable groups?
Social Protection	<ul style="list-style-type: none"> - Does the government have a social protection policy aimed at diminishing risk exposure and to enhance public capacity to manage economic and social risks (unemployment, exclusion, sickness, disability and old age)? Does the government provide cash or in-kind transfers? - Does the government provide food transfers? How about measures to address food insecurity? Does it provide school feeding programmes? - Does it provide contributory pension schemes? And other insurance schemes for informal sector workers? - Is there legislation to improve labour regulations and minimum standards focused on improving earnings opportunities, promoting workers’ rights and safety, and protecting against discrimination?



Water and Sanitation (optional)	- Does the government have a water and sanitation policy? Does the government have effective and adequate institutional frameworks for pro-poor water and sanitation, leading to equitable resource allocation? Does the government provide adequate financing mechanisms to enhance sustainability and affordability? Does the government provide monitoring tools to track progress towards development targets including efficient information on service coverage (especially intraurban differentials)?
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7. Transparency and accountability

Topic	Research Analysis Questions
Information availability	<ul style="list-style-type: none"> - What is the policy regarding publishing information on the tax system (tax rates and tax collection system)? What is the practice of informing the public about tax rates and tax collection system? - What is the policy regarding the management of non-tax revenues? Are all revenues managed as part of the budget? - Are companies' financial statements available at national business registries or other publicly accessible places? - Is the information about companies' direct shareholders public? Is the information about companies' ultimate owner public? The shareholders and ownership information should be effectively public, not only formally registered but without obstacles to effective access.
Audit	<ul style="list-style-type: none"> - How often do tax authorities undergo audits? Who is responsible for it? Are the audit results publicly available? Are the results debated in parliament within a reasonable period of time?
OBI questions (Open Budget Index)	<ul style="list-style-type: none"> - Does the Executive's Budget Proposal or any supporting budget documentation: <ul style="list-style-type: none"> • Identify the various sources of tax revenue (such as income tax or VAT) for the budget year? • Identify the different sources of non-tax revenue (such as grants, property income, and sales of government-produced goods and services) for the budget year? • Present information on extra-budgetary funds for at least the budget year? • Present information on tax expenditures for at least the budget year?



Citizens' engagement	<ul style="list-style-type: none"> - Has the government established processes to facilitate civil society participation in shaping revenue policies at the national and local levels? What is the practice? Is civil society given the opportunity to participate? How does participation work at the national and local levels? - Is there any policy/practice that is promoting or supporting the participation of women and women's organizations in the revenue policies in particular? - What is the policy and practice regarding complaints about tax authorities? Is there a grievance mechanism and does it work in practice? - Has there been a policy change in response to a campaign/movement on tax?
Corruption (OPTIONAL)	<ul style="list-style-type: none"> - Analysis of corruption in tax administration or illegitimate taxes based on independent/external information if available. Are there studies that demonstrate the impact of corruption on tax morale and general voluntary compliance?